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SPECIAL PROGRAM

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GRADUATE SCHOOL

U.S. DEPARTMENT OF AGRICULTURE



... For 42 years, dedicated to better government
through education for all Federal employees.



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THE GRADUATE SCHOOL SPECIAL PROGRAM

Institutes, Workshops, Seminars, and Special Courses designed to supplement in-service training programs of Federal agencies.



Agencies desiring Graduate School assistance in meeting special training needs contact:

EDMUND N. FULKER

Assistant Director

DUdley 8-2077 or 6337

Code 111, Ext. 2077 or 6337



ABOUT THE GRADUATE SCHOOL . . .

The Graduate School, founded in 1921, is a self-supporting educational institution. It is governed by a General Administration Board appointed by the Secretary of Agriculture. This Board consists of top government officials from within and outside the U. S. Department of Agriculture. The School is administered by a Director appointed by the Board, and a small full-time staff.

The broad purpose of the Graduate School is to provide needed educational opportunities for individual Federal employees and to assist Federal agencies in meeting their specific educational and training needs. In addition to the SPECIAL (DAY) PROGRAM, the Graduate School operates the following five programs:

—**The Resident (Evening) Program**, offering credit and non-credit courses to individuals, largely on their own time and at their own expense.

—**The Correspondence Program** brings educational opportunities to Federal employees throughout the world.

—**The International Program** in cooperation with the Agency for International Development offers courses in public administration for government leaders from other countries.

—Series of free **Public Lectures** are sponsored each year on matters of timely current affairs and public administration.

—The Graduate School **Press** publishes lectures, films, and other manuscripts of special interest to Federal employees.

The Graduate School also offers educational and vocational testing and counselling, contributes to training programs in the Department of Agriculture and other Federal agencies, and participates in cooperative programs with land-grant and other educational institutions. Graduate School classes are open to employees of all Government agencies and to other students as space is available. The School's faculty is drawn largely from scholars in the Federal service who teach after hours or while on leave from their government positions.

The Graduate School receives no appropriated funds. Its work is supported by tuition fees and occasional grants from foundations. For purposes of the Training Act of 1958, the Graduate School is recognized as a non-profit educational institution, outside of government. Tuition costs may, therefore, be handled by contract or purchase orders directed to the School.



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SPECIAL PROGRAM PROFESSIONAL STAFF

Edmund N. Fulker, Assistant Director

Jerold N. Willmore, Staff Assistant

John C. Caldwell, Jr., Coordinator of Special Programs

Sally Best, Instructor of Reading Improvement

Hilary Ferguson, Administrative Assistant



THE SPECIAL PROGRAM

Special daytime courses are a new educational service of the Graduate School. This program of the Graduate School consists of workshops, institutes, special seminars, and courses designed to supplement in-service training programs of Federal agencies.

The Graduate School founded its Special Program in 1959 with a core of courses to help government meet its most critical needs for training. Suggestions for programs were received from many sources including training officers, bureau heads, faculty and students. From these suggestions certain patterns of need emerged. Interagency *ad hoc* committees were formed to make specific plans for special courses.

The Graduate School plans, provides, coordinates, administers and evaluates educational programs of various types and lengths. Special Program courses take many different forms. Some are seminars, some institutes, some workshops and some follow the pattern of traditional Resident (Evening) Courses.

Special Programs vary in format and intensity. Some are all-day sessions of from one day to three weeks; others meet an hour or two once or twice a week for several months. Regular credit courses are also presented during working hours at agency expense when such courses will most appropriately fill the training needs of the agency.

Special Program courses are often conducted in the vicinity of the Graduate School offices in the South Building, U. S. Department of Agriculture on Independence Avenue, S.W. Classes are also held at locations throughout Washington and at other specific locations in neighboring areas where agencies may wish to have courses brought to their own buildings to save employee time and money lost in travel and commuting.

Agencies with training needs they are unable to meet themselves or through inter-agency training are invited to contact the Graduate School to discuss the design of educational offerings specially tailored to meet these needs.

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CRITICAL ISSUES AND DECISIONS: A PROGRAM FOR FEDERAL EXECUTIVES

DESCRIPTION

As specialization has crowded in upon us, government, of necessity, has responded in kind. Thus, we are now confronted with the somewhat paradoxical situation wherein social and economic change have encouraged specialization. Yet this very development has in turn generated a critical requirement for nonspecialization—for the broad approach to policy and decision making. This is particularly true when the policies and decisions in question have international as well as national impact, as do those made by many of today's Federal executives.

These executives have usually spent years in somewhat specialized career activities, but, as a direct result of their specialized career success, now find themselves in positions of high responsibility calling for the broadest kind of perspective and requiring an accommodation between overspecialization and the comprehensive approach to problem solving. For this reason, the Graduate School has sought to design a program that provides an opportunity for some of these people to sit in small group seminar sessions with their counterparts from many different Federal agencies and, under the tutelage of leading scholars, be reacquainted with some of the greatest ideas and issues of both classical and modern origin—from political theory to poetry—with emphasis placed on conducting a joint search for truths that might have applicability to contemporary problems.

Scholars who have appeared in the program include Stuart Chase, Henry Steele Commager, Wendell Johnson, Peter Odegard, Harold Taylor, Hans Morgenthau, Robert Blakely, and Stephen K. Bailey. Some of these, along with others of like reputation and ability, will take part in this next offering. Also, the American Foundation for Continuing Education has cooperated with the Graduate School in developing study-discussion materials especially for these Critical Issues and Decisions seminars.

OBJECTIVES

1. To expose high-level federal career officials to some of the best thinking and writing bearing on areas of concern to our Government.
2. To provide an opportunity for the joint examination and discussion of critical and current problems in the light of universal concepts.
3. To develop a broader perspective for enlightened decision and policy making by high-level executives.

4. To promote a more critical evaluation of the problems which confront government officials.
5. To stimulate continuing self-education.

SCHEDULE

The Critical Issues and Decisions Program is conducted in two phases and a follow-up. The first phase consists of two full days of orientation and organization. Phase two is a series of twelve seminar meetings of two hours duration each and six lectures of one hour each (two of the seminar meetings and one of the lectures are scheduled each week for six weeks). The follow-up consists of optional continuing sessions. The schedule and nature of these follow-up sessions will be determined in consultation with the participants.

Phase I —October 1, 3, 1963, 9:30 a.m. to 4:30 p.m.

Phase II—October 15, 17, 22, 24, 29, 31, 1963

November 5, 7, 12, 14, 19, 21, 1963

Each Tuesday seminar: 9:00-11:00 a.m.

Each Thursday lecture: 1:30-2:30 p.m.

followed by a two hour seminar.

Follow-Up March 3, 1964

(Optional) June 2, 1964

September 8, 1964

December 2, 1964

Nominations due: September 16, 1963

QUALIFICATIONS FOR ATTENDANCE

Participation is limited to Federal executives at the GS-14 (or equivalent) level or above and some promising young potential executives below that level. Seminar groups are limited to 25 participants. For further information contact Mr. Willmore, DUDley 8-6693 or code 111, extension 6693.

TUITION

Cost per person is \$245.00 for tuition and all materials.

**Course
D6-60**

ADVANCED MANAGEMENT SEMINAR FOR FEDERAL EXECUTIVES

DESCRIPTION

Over the past four years, the Graduate School has offered 19 Management Development Programs. Almost 400 executives have participated in the programs. Many of these executives have asked for a formal course which would allow them to meet with others who have been through similar programs and to continue their education in management. This seminar is designed to fill that need. Participants will meet to hear provocative speakers on management subjects and to join in the study and discussion of vital topics.

OBJECTIVES

1. To provide an opportunity for continuing study and self-development in management.
2. To give participants the opportunity to share and discuss mutual and persistent problems and cases in management.
3. To inform participants of recent trends and developments in management.

SCHEDULE

Two seminars will be offered this fall. Meetings will be held in the Fourth-Wing Cafeteria, South Building, U. S. Department of Agriculture. Participants will choose their meals from the cafeteria line and will sit in a reserved room. After the meal, a two-hour meeting will follow. Each seminar will meet bi-weekly for 16 weeks, a total of 8 meetings.

First Seminar: September 18, 1963 through January 8, 1964 on alternate Wednesday nights from 5:30 p.m. to 8:00 p.m.

Nominations due: August 26, 1963

Second Seminar: September 25, 1963 through January 15, 1964 on alternate Wednesday nights from 5:30 p.m. to 8:00 p.m.

Nominations due: August 26, 1963

QUALIFICATIONS FOR ATTENDANCE

Participation in each seminar will be limited to 25 Federal executives GS-14 (or equivalent) and above, who have participated in Management Development Programs similar in content to the one offered by the Graduate School. Nominations for attendance should be made by using the format of the sample form on inside back cover. Participants may nominate themselves if they plan to attend at their own expense.

TUITION

Cost per person is \$60.00 including basic reading materials. Each individual will pay for his own meals. For further information, contact Mr. Caldwell, DUDley 8-6693 or code 111, extension 6693.

MANAGEMENT DEVELOPMENT PROGRAM FOR FEDERAL EXECUTIVES

DESCRIPTION

This program is designed especially for the scientists or other specialists who are newly assigned to positions of executive responsibility or whose present or anticipated assignments involve considerable management responsibility. The program will be especially profitable to executives who have little formal training in current management philosophies, principles and practices.

Participants plan and develop their own workshop program through committees operating under a broad outline from the Graduate School. University, government, business and industry speakers are used as resources.

OBJECTIVES

To help the executive:

1. Analyze his job and his needs.
2. Learn more about current management philosophies, principles, and practices.
3. Apply these to his job to increase his efficiency and effectiveness.
4. Share his problems, ideas, and experiences with executives from other Federal agencies.
5. Start a systematic program of self-development in management.

SCHEDULE

The Management Program is conducted in three phases. The first consists of two days of orientation and organization in Washington. Williamsburg, Virginia is the site of the second phase, an intensive nine-day workshop. The program concludes with a two-day follow-up session in Washington. The three phases usually extend over seven to nine months.

Seventeenth Program

Phase I —August 15 and 16, 1963, 9:30 - 5:00 p.m.

Phase II —October 23 through November 1, 1963

Phase III—February 10 and 11, 1964, 9:30 - 5:00 p.m.

Nominations due: July 1, 1963

Eighteenth Program

Phase I —August 19 and 20, 1963, 9:30 - 5:00 p.m.

Phase II —November 13 through 22, 1963

Phase III—February 12 and 13, 1964, 9:30 - 5:00 p.m.

Nominations due: July 1, 1963

Nineteenth Program

Phase I —August 22 and 23, 1963, 9:30 - 5:00 p.m.

Phase II —December 4 through 13, 1963

Phase III—April 2 and 3, 1964, 9:30 - 5:00 p.m.

Nominations due: July 1, 1963

QUALIFICATIONS FOR ATTENDANCE

Participation is limited to 25 men and women executives GS-14 (or equivalent) and above. Participants are selected to insure a wide cross-section of Federal agencies. Nominations for attendance should be made by using the format of the sample form on inside back cover. A limited number of promising GS-13's will be considered.

TUITION

Cost per person is \$395.00 for tuition and all materials. The agency pays for travel and per diem.

For further information contact Miss Ferguson, DUDley 8-2077 or code 111, extension 2077.

MANAGEMENT DEVELOPMENT PROGRAM FOR SUPERVISORS OF ENGINEERS

DESCRIPTION

The Civil Service Commission reports that engineering jobs in the Government have recently increased nearly eight per cent and that engineers are now in second place among major white-collar employees. Many departments and agencies have large engineering staffs dealing with complex problems. Administration of engineering programs has become a major field of specialization within the larger management context of the Government. This program will focus specifically on management problems faced by supervisors of engineers.

Participants will plan and develop their own workshop program through committees operating under a broad outline from the Graduate School. University, government, business and industry speakers are used as resources.

OBJECTIVES

To help the supervisor of engineers:

1. Analyze his job and his needs.
2. Learn more about current management philosophies, principles and practices.
3. Apply these to his job to increase his efficiency and effectiveness.
4. Share his problems, ideas, and experiences with executives from other Federal agencies.
5. Start a systematic program of self-development in management.

SCHEDULE

The Management Program is conducted in three phases. The first consists of two days of orientation and organization in Washington. During this time, the program is tailored to the unique needs of the participants. Williamsburg,

Virginia is the site of the second phase, an intensive nine-day workshop. The program concludes with a two-day follow-up session in Washington. The three phases usually extend over seven to nine months.

Phase I —October 7 and 8, 1963, 9:30 - 5:00 p.m.

Phase II —January 8 through 17, 1964

Phase III—May 18 and 19, 1964, 9:30 - 5:00 p.m.

Nominations due: September 3, 1963

QUALIFICATIONS FOR ATTENDANCE

Participation is limited to 25 men and women executives GS-14 (or equivalent) and above. Participants will be selected to insure a wide cross-section of Federal agencies. Nominations for attendance should be made by using the format of the sample form on inside back cover. A limited number of promising GS-13's will be considered.

TUITION

Cost per person is \$395.00 for tuition and all materials. The agency pays for travel and per diem.

For further information contact Miss Ferguson, DUDley 8-2077 or code 111, extension 2077.

MANAGEMENT DEVELOPMENT PROGRAM FOR SUPERVISORS OF SCIENTISTS

DESCRIPTION

Our Federal government is committed to a major role in the initiation, direction, and control of highly complex scientific research projects. Unique problems develop in supervision and management throughout a broad spectrum of research programs. Administrators are challenged to organize and operate their programs so that scientists may fully develop and utilize their creative powers.

Participants will plan and develop their own workshop program through committees operating under a broad outline from the Graduate School. University, government, business and industry speakers will be used as resources.

OBJECTIVES

To help the supervisor of scientists:

1. Analyze his job and his needs.
2. Learn more about current management philosophies, principles, and practices.
3. Apply these to his job to increase his efficiency and effectiveness.
4. Share his problems, ideas, and experiences with executives from other Federal agencies.
5. Start a systematic program of self-development in management.

SCHEDULE

The Management Program is conducted in three phases. The first consists of two days of orientation and organization in Washington. During this time, the program is tailored to the unique needs of the participants. Williamsburg,

Virginia is the site of the second phase, an intensive nine-day workshop. The program concludes with a two-day follow-up session in Washington. The three phases usually extend over seven to nine months.

Phase I —October 9 and 10, 1963, 9:30 - 5:00 p.m.

Phase II —February 26 through March 6, 1964

Phase III—May 21 and 22, 1964, 9:30 - 5:00 p.m.

Nominations due: September 3, 1963

QUALIFICATIONS FOR ATTENDANCE

Participation is limited to 25 men and women executives GS-14 (or equivalent) and above. Participants will be selected to insure a wide cross section of Federal agencies. Nominations for attendance should be made by using the format of the sample form on inside back cover. A limited number of promising GS-13's will be considered.

TUITION

Cost per person is \$395.00 for tuition and materials. The agency pays for travel and per diem.

For further information, contact Miss Ferguson, DUDley 8-2077 or code 111, extension 2077.

**Course
D4-5**

INTRODUCTION TO SUPERVISION AND MANAGEMENT

DESCRIPTION

This course is designed to introduce the employee who is interested in becoming a supervisor or manager to basic concepts in this field. It is a survey or appreciation course. Directed readings, lectures by a highly experienced Federal executive, and group projects are among the methods to be used.

OBJECTIVES

1. To introduce participants to principles of good supervision and management.
2. To familiarize them with the theories and literature in the field.
3. To give participants the opportunity to form and shape their own ideas through group discussion.
4. To help participants develop skill in the analysis of supervisory problems.

SCHEDULE

The class will be held each Monday and Thursday from 1:00 p.m. to 3:00 p.m. for eight weeks from September 16, 1963 through November 7, 1963, for a total of 32 hours.

Nominations due: August 19, 1963

QUALIFICATIONS FOR ATTENDANCE

Participation in this course is open to anyone without formal training in supervision and management. The program is designed for those below the GS-14 level. Nominations for attendance should be made by using the format of the sample form on inside of back cover.

TUITION

Cost per person is \$60.00 including texts and materials.

For further information, contact Mr. Caldwell, DUDley 8-6693 or code 111, extension 6693.

WORKSHOP IN SUPERVISION

DESCRIPTION

This course is offered in the Beltsville area for new supervisors, or for employees who hope to become supervisors. Participants will be introduced to basic principles and practices of supervision. They will have the opportunity to learn from each other, to try out their ideas in group discussion, and to study problems drawn from actual experience.

OBJECTIVES

1. To introduce the participant to basic principles of supervision.
2. To help the participant gain insights into the techniques which may be used to apply the principles.
3. To help the participant understand himself and others.
4. To help the participant analyze problems objectively.

SCHEDULE

The Workshop will be held at the Agricultural Research Center in Beltsville. Classes will meet each Thursday evening from 5:00 p.m. to 8:00 p.m. for 10 weeks, September 19, 1963 through November 21, 1964, for a total of 30 hours.

Nominations due: August 19, 1963

QUALIFICATIONS FOR ATTENDANCE

Participation in this Workshop is open to anyone without formal training in supervision. The program is designed for those below the GS-14 level. Nominations for attendance should be made by using the format of the sample form on inside back cover. Participants may nominate themselves if they plan to attend at their own expense.

TUITION

Cost per person is \$55.00 including texts and materials.

For further information, contact Mr. Stockment, GR 4-6500, extension 695 (code 1233, extension 695), or Mr. Caldwell, DUDley 8-6693 (code 111, extension 6693).

AUTOMATIC DATA PROCESSING FOR FEDERAL EXECUTIVES

DESCRIPTION

Automatic Data Processing and the electronic computer have been making an increasing impact upon service and management in government and industry. The increasingly widespread use of this new phenomena has opened new horizons in all fields of endeavor. It makes possible new concepts of planning and management, introduces disciplines, and brings a new set of management criteria. The speakers are outstanding authorities in their specific fields and they provide ample time for question and discussion. This seminar provides an overall perspective of ADP and an indoctrination into its principles.

OBJECTIVES

1. To consider briefly the history and growth of Automatic Data Processing.
2. To examine in a non-technical manner the logic employed in ADP systems.
3. To explore the management considerations involved in planning, setting up, and managing ADP systems.
4. To familiarize participants with representative equipment, its application and potential.

SCHEDULE

Two-hour seminar sessions are held twice weekly for a total of thirteen sessions.

First course: October 16 through November 27, 1963
 Wednesday and Friday, 9:30 - 11:30 a.m.

Nominations due: September 16, 1963

Second course: February 18 through March 31, 1964
 Tuesday and Thursday, 9:30 - 11:30 a.m.

Nominations due: January 20, 1964

QUALIFICATIONS FOR ATTENDANCE

Participation will be limited to 30 Federal executives at the GS-12 (or equivalent) level and above. Nominations for attendance should be made by using the format of the sample nomination form on inside back cover.

TUITION

Cost per participant is \$135.00, including tuition and all materials. (Proceedings of the Seminar are on sale for \$4.50 at the Graduate School Bookstore.)

For further information contact Mr. Caldwell, DUDley 8-6693 or code 111, extension 6693.

STATISTICAL METHODS FOR FEDERAL EXECUTIVES

DESCRIPTION

This orientation and appreciation course is designed for the non-statistician who is in a position to use statistical results in planning and problem-solving. With the greatly increased use of automatic data processing and related advances in data collection and storage, together with continuous research on statistical treatment, far more information is available today than ever before. It is important that executives have a grasp of fundamental concepts and a general understanding of the more sophisticated applications of statistical methods.

OBJECTIVES

1. To provide a brief history of the development and growth of statistical theory and methods.
2. To explore the ways in which modern statistical theories and practices can be used in dynamic management.
3. To provide the executive with sufficient statistical background to enable him to communicate with specialists in the field and to interpret their reports.

SCHEDULE

Two-hour seminar sessions are held twice weekly for a total of twelve sessions.

First Seminar: October 15 through November 21, 1963
 Tuesday and Thursday, 9:30 to 11:30 a.m.

Nominations due: September 16, 1963

Second Seminar: March 4 through April 10, 1964
 Wednesday and Friday, 9:30 to 11:30 a.m.

Nominations due: February 5, 1964

QUALIFICATIONS FOR ATTENDANCE

Offered for executives at the GS-13 (or equivalent) level and above. Officials at a lower level will be considered on the basis of strong agency need. Nominations for attendance should be made by using the guide form on inside back cover.

TUITION

\$100.00 including tuition, notebook and handout materials.

For further information contact Mr. Caldwell on DUdley 8-6693 or code 111, extension 6693.

**Course
D7-800**

RESEARCH METHODS IN THE SOCIAL SCIENCES

DESCRIPTION AND OBJECTIVES

A seminar on the development, purpose, and methods of science. Comparisons with natural sciences and relationships between disciplines will be discussed to show how logic, mathematics, and research methods drawn from different sources bear on research techniques employed in social sciences. Speakers present various topics each week followed by questions, comments and discussions.

SCHEDULE

Two-hour sessions, 1:00 to 3:00 p.m. each Wednesday for 16 weeks, September 4 through December 18, 1963. To be offered only in the fall.

Nominations due: August 1, 1963

QUALIFICATIONS FOR ATTENDANCE

Limited to 20, generally GS-12 and above, with graduate training; or responsible experience in research and current occupancy of a position entailing research responsibilities. Nominations for attendance should be made by using the format of the sample form on inside back cover.

TUITION

Cost per person is \$60.00 for tuition and all materials.

For further information contact Mr. Caldwell, DUDley 8-6693 or code 111, extension 6693.

FEDERAL CONTRACT NEGOTIATION INSTITUTE

DESCRIPTION

The character of Federal contracting has increased in complexity, volume and stature. Accordingly, there has been an increasing need for training in this field, especially among civilian contracting officers. This institute is intended to give Federal contracting officers both from the field and in Washington an opportunity to expand their knowledge and exchange ideas in the field of contract negotiation. Outstanding authorities from government and industry serve as speakers and discussion leaders.

OBJECTIVES

This course is designed to develop greater proficiency and understanding in the following areas:

1. Techniques and procedures in negotiation.
2. Human factors in negotiation.
3. Legal requirements and administrative policy in negotiation.
4. Contract award and administration.

SCHEDULE

A five-day (one week) institute offered twice each fall and spring at or near the Department of Agriculture. Classes begin at 9:00 a.m. and continue until 5:00 p.m. each day.

First Institute: September 9 through September 13, 1963

Nominations due: August 12, 1963

Second Institute: October 14 through 18, 1963

Nominations due: September 16, 1963

Third Institute: April 6 through April 10, 1964

Nominations due: March 2, 1964

Fourth Institute: May 4 through 8, 1964

Nominations due: March 30, 1964

QUALIFICATIONS FOR ATTENDANCE

Participation in each institute will be limited to 30 Federal officials GS-9 (or equivalent) and above. Participants are selected to insure a wide representation of Federal agencies. Nominations for attendance should be made by using the format of the sample form on inside back cover.

TUITION

Cost per person is \$85.00 for tuition and all materials.

For further information contact Mr. Caldwell, DUDley 8-6693 or code 111, extension 6693.

DESCRIPTION

This course is designed to serve as an introduction to engineers entering the field of power systems engineering and operations and to update and expand the knowledge of experienced engineers. Outstanding speakers from government, industry, and university departments appear as guest lecturers. Ample opportunity is allowed for question and discussion periods. (This is a six-credit course.)

OBJECTIVES

1. To develop the engineer's understanding of his role in power supply, planning, and operation.
2. To develop perspective concerning his particular responsibilities in relation to the over-all field of power systems.
3. To develop an awareness of the responsibilities and contributions of other specialists.
4. To expose engineers to the latest advances in modern power systems and to stimulate them to maintain their currency in the field.

SCHEDULE

6:00 to 8:30 p.m. each Thursday for 32 weeks beginning September 19, 1963 and ending May 14, 1964.

Nominations due: August 15, 1963

QUALIFICATIONS FOR ATTENDANCE

This course is open to graduate engineers, or the equivalent in experience in power systems, who have a breadth of interest in the field. The course will be of interest to electrical, mechanical, and civil engineers, as well as key management personnel responsible for power systems operations. Nominations for attendance should be made by using the format of the sample form on inside back cover.

TUITION

\$195.00 including texts and materials.

For further information, contact Mr. Rixse, DUDley 8-3446 (code 111, extension 3446), or Mr. Caldwell, DUDley 8-6693 (code 111, extension 6693).

COMMUNICATIONS:*

Reading Improvement Technical Writing Practices in Communicating Orally

Our government is big and complex. The ability to communicate effectively and quickly is of vital importance to every Federal agency and employee. Complaints are frequently heard from both individual executives and agency heads that they must battle an increasing blizzard of paperwork, must write frequent reports, articles, and formal letters, and must often express their views verbally at staff meetings or press conferences. To help meet the needs for better communication in government, the Graduate School has chosen to emphasize three basic communication skills: reading, writing and speaking. The following courses are offered: Reading Improvement, Technical Writing, and Practices in Communicating Orally. Each course is so organized that it may be presented as an "open" course where various agencies may nominate individuals to attend regularly scheduled classes, or an agency may contract with the Graduate School to conduct courses for its employees at a time and place convenient to the agency.

* A Communications Workshop will be offered in the fall. A special announcement will be mailed later in the summer.

READING IMPROVEMENT PROGRAM

DESCRIPTION AND OBJECTIVES

Reading Improvement courses place primary emphasis on the development of reading as a basic communication tool. Sufficient theoretical background is presented to give students an appreciation of the reading process and related problems. Standardized tests are administered at the beginning and end of each course to determine reading rate and comprehension. Records are kept of student progress throughout, and progress tests are administered at intervals. Participants are also given a work book. Most participants achieve a significant improvement in reading efficiency and speed while maintaining or improving comprehension.

SCHEDULE

A continuous program of courses is offered throughout the year. Each course consists of 30 hours of instruction, whether at the Graduate School Reading Center in the Administration Building, U. S. Department of Agriculture, or on the premises of other agencies. Nominations for courses at Agriculture are due 3 weeks before the starting date. Each course is scheduled with three sections. Each section is limited to 20 participants and meets for one hour three times per week Monday, Wednesday, and Friday. Courses are scheduled as follows:

Sections A: 9:30 - 10:30 M.W.F.

Sections B: 10:30 - 11:30 M.W.F.

Sections C: 11:30 - 12:30 M.W.F.

Course beginning August 19, 1963, ending October 25, 1963

Course beginning October 28, 1963, ending January 17, 1964

(Excluding the period December 23 through January 3—Classes will end Friday, December 20, resume Monday, January 6)

Course beginning January 20, 1964, ending March 27, 1964

Course beginning March 30, 1964, ending June 5, 1964

Course beginning June 8, 1964, ending August 14, 1964

Nominations due: Three weeks before starting date

QUALIFICATIONS FOR ATTENDANCE

Federal employees in GS grades 5 through 18 have attended. Courses are most beneficial to employees with average or above average reading ability who need to handle their paper work and correspondence more quickly and efficiently. Nominations for attendance should be made by using the format of the sample form on the inside back cover. Agencies wishing courses on their own premises outside of U.S.D.A. should contact Mr. Willmore on DUDley 8-6693 or code 111, extension 6693.

TUITION

Cost per person for classes offered at the Department of Agriculture is \$52.

DESCRIPTION AND OBJECTIVES

As knowledge becomes more specialized, the problem of communicating technical ideas and findings to administrators, the public, and other specialists through writing becomes more and more critical. For this reason Graduate School courses place emphasis on analyzing the audience to which the writing is being directed. Classes are kept small to allow extensive individual consultation. Students learn by doing, as they present their own work for criticism and evaluation by instructor and group. Exercises are used to develop clarity and conciseness. Students are helped to develop a habit of continuing self-criticism of their own writing in light of their training.

SCHEDULE

Class sessions are two hours in length and meet once each week for 16 weeks. A course can be scheduled at a time and place convenient to an agency.

First course: September 9 through December 30, 1963
Monday, 10:00 a.m. to 12:00 noon

Nominations due: August 23, 1963

Second course: February 10 through May 25, 1964
Monday, 10:00 a.m. to 12:00 noon

Nominations due: January 31, 1964

QUALIFICATIONS FOR ATTENDANCE

Participation is generally limited to 10 to 12 participants in professional level positions. To schedule individuals or groups, contact Mr. Willmore, DUdley 8-6693 or code 111, extension 6693.

TUITION

For regularly scheduled courses, \$80.00. For courses offered to an agency, at a time and place convenient to the agency, cost may vary somewhat.

PRACTICES IN COMMUNICATING ORALLY

DESCRIPTION AND OBJECTIVES

This is a practical course which stresses full participation by each student. Sufficient theoretical background is given to emphasize the importance of organizing information for verbal communication. Techniques of organization and speech are taught. The proper uses and limitations of notes and outlines are stressed. Students practice giving both prepared and extemporaneous speeches of varying lengths. Speeches are critiqued by the class and instructor.

SCHEDULE

Class sessions are two hours in length and meet once each week for 13 weeks. A course may be scheduled at a time and place convenient to an agency. One course is scheduled to start at Agriculture September 10 and meet each Monday from 1:00 to 3:00 p.m. through December 3, 1963.

Nominations due: August 12, 1963

QUALIFICATIONS FOR ATTENDANCE

Classes are limited to 20 students to allow maximum time for individual participation. Participation is limited to professional level employees. Nominations for attendance should be made by using the format of the sample form on inside back cover or by contacting Mr. Willmore, DUDley 8-6693 or code 111, extension 6693.

TUITION

For regularly scheduled courses, \$60.00. For courses offered to an agency at a time and place convenient to the agency, costs are slightly higher.

EXAMPLES OF OTHER SPECIAL COURSES DESIGNED TO MEET SPECIFIC NEEDS*

MANAGEMENT DEVELOPMENT PROGRAM FOR FIELD MANAGERS

Offered during the past year at Purdue University in Indiana and at California Polytechnic Institute in San Dimas. (Limited copies of the proceedings of the workshop at Purdue are available free from the Special Program Department.) Upon request, we can arrange in the coming year workshops in other locations throughout the country. This course is designed specifically for field officials, and is especially profitable to those who have had little formal training in current management philosophies, principles, and practices.

FEDERAL PERSONNEL MANAGEMENT

Presented at the David Taylor Model Basin for employees working in personnel administration. Designed to present an over-view of Federal personnel procedures and to emphasize the important inter-relationships of the various personnel functions.

STATISTICAL WORKSHOP

Presented in Washington for field employees of the Economic Research Service, U. S. Department of Agriculture. This course was designed to demonstrate the application of current statistical methods to River Basin research.

SCIENCE TECHNOLOGY AND BIBLIOGRAPHY FOR FOREIGN AGRICULTURAL LIBRARIANS

Presented in Washington under a grant from the Rockefeller Foundation and with the cooperation of the Department of Agriculture Library and the Library of Congress. This course was designed to acquaint the students with current practices and collections in Washington, and to give them an opportunity to work on individual problems.

PRINCIPLES AND TECHNIQUES OF MANAGEMENT ANALYSIS

Held at Martinsburg, West Virginia, for U. S. Veterans Administration Center, and at Baltimore, Maryland, for Bureau of Old Age and Survivors Insurance. This course was designed to provide a background in management training. It included a general survey of the entire management field.

*The Graduate School is prepared to assist agencies through the design of special courses tailored to fit their specific agency needs. Agencies are invited to contact Edmund N. Fulker, the Assistant Director, concerning any needs which cannot be met by regularly scheduled courses.

SPECIAL PROGRAM WITHDRAWAL POLICIES AND PROCEDURES

Most special courses are designed to meet the needs of Federal agencies. Enrollment is limited, and usually by nomination, with tuition paid by the agency.

Official withdrawal from Graduate School special courses must be received by the Graduate School **in writing**. Phone and oral indication of intent to withdraw will be accepted under the following conditions:

- (a) the oral statement or phone call is made by an authorized person in the Personnel, Fiscal or Administrative office of the agency involved (statement by enrollees will not be accepted); **and**
- (b) written confirmation is received by the Graduate School within two weeks of the phone or oral notice.

Amount to be billed will be computed as of the day on which notification is received by the Graduate School office either orally or in writing.

Fees for withdrawals will generally* be computed on the following schedule:

Period of Course Elapsed	Amount of Tuition To Be Billed
1/8 period of course	Registration fee will be billed. (This is to be computed separately for each course on the basis of expenses. Generally \$5.00 except where stated.)
1/4 period of course	40% will be billed
1/3 period of course	50% will be billed
After this	full fee will be billed

*Because of wide variations in length, format, and preparations required for different Special Programs, the following **specific** withdrawal schedules will apply to courses listed below:

a. Critical Issues and Decisions

- (1) After acceptance and through Phase I—a registration fee of \$15.00 will be billed
- (2) Between Phase I and Phase II
 - (a) With replacement—\$15.00 registration fee
 - (b) Without replacement—40% to be billed
- (3) During Phase II
 - (a) Through first week 50% to be billed
 - (b) After that, full fee will be billed

Continued on next page

b. Management Program:

- (1) After notification of acceptance and through Phase I—a registration fee of \$15.00 will be billed.
- (2) Between Phase I and Phase II
 - (a) With replacement—\$15.00 registration fee
 - (b) Without replacement—40% to be billed
- (3) During Phase II
 - (a) Through first day—40% to be billed
 - (b) Through second day—50% to be billed
 - (c) After that, full fee will be billed

c. Automatic Data Processing Seminar and Statistical Methods for Federal Executives.

- (1) After acceptance and through first session, registration fee of \$10.00 will be billed
- (2) Through third session—40% will be billed
- (3) Through fifth session—50% will be billed
- (4) After that, full fee to be billed

d. Contract Negotiation Institute.

- (1) After acceptance and through first day, registration fee of \$10.00 will be billed
- (2) Through second day—40% will be billed
- (3) Through third day—50% will be billed
- (4) After that, full fee to be billed

e. Power Systems Engineering

- (1) After acceptance through second session, registration fee of \$10.00 will be billed
- (2) Through sixth session—40% will be billed
- (3) Through tenth session—50% will be billed
- (4) After that, full tuition will be billed

f. Reading Improvement Program

- (1) 30-hour course
 - (a) Through fourth hour, \$10.00 registration fee will be billed
 - (b) Through eighth hour, 40% will be billed
 - (c) Through tenth hour, 50% will be billed
 - (d) After that, full fee to be billed

PROCEDURE FOR NOMINATING PARTICIPANTS FOR SPECIAL PROGRAM COURSES

1. Check to be sure that your nominee meets the qualifications for attendance stated in each course description. Exceptions to the qualifications may be considered if a strong need for training exists, and if it is in the best interests of the Government. Address all such inquiries to the Assistant Director.
2. Submit your nominations using the format of the sample nomination form on the next page, or contact the Graduate School for nomination forms in quantity. Training officers or other persons responsible for training should sign the nomination forms.
3. Please observe the deadline listed. Time is required to consider carefully all nominations and to notify the person indicated of the decision reached.

Please note withdrawal policies and procedures for each course (pages 34 and 35).

USDA GRADUATE SCHOOL SAMPLE NOMINATION FORM

I. Name of Nominee:

Position Title:

GS.....

(or equivalent)

Department or Agency:

Office Mailing Address:

Code and Extension:

II. Course and dates for which nominated:

1st Choice:

2nd Choice:

III. Job responsibilities and reasons why you would like this employee to receive this training:

IV. Circle highest school grade completed: 8, 9, 10, 11, 12

College: 13, 14, 15, 16

List any college degrees:

V. List any related courses, seminars, or programs, previously completed:

VI. Name of person in your agency to be notified concerning acceptance of this nomination.

Name:

Code:

Extension:

Title:

.....
.....
(Signature and title of official
authorizing nomination)

our 42nd year

